

TOWN OF TOLLAND

Budgetary Projections & Overview for FY
2019-20 and FY 2020-21

FY 2019-20 Estimated Revenue Loss

- \$482,652 estimated loss in State and other revenue sources
- \$490,000 reduction in use of fund balance to offset the budget

Total loss in revenue sources
\$972,652

Revenue Assumptions FY 2019-20

- Reduction to ECS (Education Cost Sharing) by \$320,653 each year. Anticipated 10 year loss is \$2,448,700
- We are assuming a worse case scenario of losing most other State revenue. The amounts below are based on the original FY 18-19 budgeted amounts:
 - Municipal projects reduction of \$85,064
 - Municipal stabilization grant reduction of \$48,871. This is the amount that was in the FY 18-19 budget. The Legislature reinstated funds to this grant for a total revised amount of \$322,977 which was not budgeted. This revenue is subject to mid-year reductions
 - Other State revenue had already been eliminated in the FY 18-19 budget. Although possibly reinstated, we will not know for sure until the year progresses

State Revenue Assumptions

This table reflects current and future anticipated funding for our scenarios

Tolland Municipal State Revenue	FY 18-19 Adopted Budget	FY 18-19 State*	FY 19-20 ESTIMATED	FY 20-21 ESTIMATED
General Fund:				
Adult Education	8,265	8,436	8,265	8,265
Education Cost Sharing	9,736,833	9,736,833	9,416,180	9,095,527
Pequot Mohegan	0	0	0	0
PILOT: Colleges & Hospitals	0	0	0	0
PILOT: State-Owned	0	24,569	0	0
Municipal Projects	85,064	85,064	0	0
Municipal Transition Grant (Car Tax)	0	0	0	0
Municipal Revenue Sharing	0	0	0	0
Municipal Stabilization Grant	48,871	322,977	0	0
Total	9,879,033	10,177,879	9,424,445	9,103,792
*All State revenue except ECS are subject to possible mid-year reductions				

Revenue Assumptions FY 2019-20

- Reduction of \$15,000 in Recycling revenue due to contamination fees
- Building Permit revenues anticipated to decrease by \$20,000
 - Major projects in the last couple of years are not expected for the future
 - No fees for crumbling foundation improvements
 - Construction is anticipated to be minimal
- \$490,000 reduction in the use of fund balance to offset budget.
 - FY 18-19 had \$690,000 budgeted. Of which \$290,000 was for the use of prior year funds returned for unexpended Police Services
 - Only recommend using \$200,000 for future budgets

Revenue Assumptions FY 2019-20

- \$5,000 increase in Town Clerk conveyance fees. The budget for these fees was increased in FY 18-19 by \$20,000 and are anticipated to have minor increases
- Minor trend adjustments in other accounts
- Investment Income kept level for future years
 - In FY 17-18, Investment Income increased due to the investment of idle cash as a result of spending freezes and capital project delays. Cash balances such as these may not be available in future years

FY 2020-21 Estimated Revenue Loss

- Total loss in State and other revenue sources \$329,653
- At the FY 19-20 mill rate of 36.34 the impact of the revaluation reduction in the Grand List would result in a loss in the amount of taxable revenue of approximately \$530,289. This will be discussed further under the Revaluation comments

Revenue Assumptions FY 2020-21

- Using a majority of the same revenue assumptions as were used for FY 2019-20
- ECS will be reduced an additional \$320,653 based on the phase in plan
- Recycling fees reduced by \$14,000 due to contractual required reductions and contamination fees
- \$5,000 increase in Town Clerk conveyance fees

ASSESSOR'S GRAND LIST ASSUMPTIONS

10/1/2018 Grand List

- Anticipated .07% growth overall
- Estimated 500,000 in minor growth for new construction
- Estimated 320,000 in growth due to 4 foundation fixes
- Estimated 4,000,000 in losses due to additional crumbling foundations (50 @80,000)
- Estimated 1,800,000 in losses through the Board of Assessment Appeals (includes applications for crumbling foundations-10 @80,000). This reduction was higher in previous years due to anticipated lawsuits. We have not anticipated any in this year
- Estimated 5,000,000 in certificates of corrections (adjustments to MV, PP, RE based on prorates, corrections, and exemptions). This amount has decreased since the previous year based on anticipated trends
- Estimated 2,500,000 loss due to Elderly homeowners program (this amount is staying level with the previous year)
- Estimated 4,650,000 loss due to Local Freeze program. This reduction was higher in previous years but the eligible elderly population is declining
- Minor decrease in the taxes waived for bills under \$5 per Town Ordinance
- Estimated decrease in Motor Vehicle Supplemental down to \$15,500,000 from \$16,000,000
 - Assessor surveyed other Towns and their results each year has been inconsistent. Tolland has been increasing year after year unexpectedly and he believes that it has to peak at some point and begin to decline

10/1/2018 Grand List

Grand List	<i>FY 2018-19</i>	<i>FY 2019-20</i>	
		<i>Assessor Estimate</i>	
Calculation Description	2017 G. L. Assessment	2018 G.L. Assessment	Change
Net Grand List	1,278,985,708	1,282,183,172	3,197,464
Less			
Elderly	2,500,000	2,500,000	0
* Local Freeze - Ord 60	4,800,000	4,650,000	-150,000
Plus			
Elderly			
Plus			
Certificates of Occupancy	500,000	500,000	0
Foundation Fixes - 4 @ \$80,000		320,000	320,000
Less			
Certificates of Correction for Real Estate & Personal Property	5,200,000	5,000,000	-200,000
Waived - Under \$5 Tax - 88 accounts	26,424	6,617	-19,807
Board of Assessment Appeals	3,320,000	1,800,000	-1,520,000
Plus			
Motor Vehicle Supplemental	16,000,000	15,500,000	-500,000
Less			
Foundation Reductions	3,200,000	4,000,000	800,000
Sub Total:	1,279,639,284	1,280,546,555	907,271
Collection Rate: 99%	1,266,842,891	1,267,741,090	898,199

2019 Grand List

Assumptions for Base Revaluation

- Anticipating a relatively flat market for 96% of the properties
- The top 4% of homes will most likely drop in value by 10-15% which is an approximate loss in taxes between \$362,500 to \$400,000
- Impact of crumbling foundations is reflected separately
- Motor vehicles may see a slight increase
- Personal property may see a slight decrease
 - With the lack of development there are less contractors and construction equipment in town

2019 Grand List Revaluation Year

- Anticipated 1.15% loss overall based on Revaluation results.
- Estimated 500,000 in growth for new construction
- Estimated 320,000 in growth due to 4 foundation fixes
- Estimated 6,000,000 in losses due to crumbling foundations (est. 75 @80,000 if Captive Ins. program is working)
- Estimated 3,000,000 in losses through the Board of Assessment Appeals (includes late applications for crumbling foundations and higher appeal rate due to Revaluation)
- Estimated 5,000,000 in certificates of corrections (adjustments to MV, PP, RE based on prorates, corrections, and exemptions)
- Estimated 2,500,000 loss due to Elderly homeowners program
- Estimated 4,650,000 loss due to Local Freeze program

2019 Grand List Revaluation Year

- At the FY 19-20 mill rate of 36.34 the impact of the revaluation reduction in the Grand List would result in a loss in the amount of taxable revenue of approximately \$530,289
- This would require an increase in the FY 20-21 mill rate by .42 mills or 1.16% just related to the impact of the revaluation process

10/1/2019 Grand List

Grand List	<i>FY 2019-20</i>	<i>FY 2020-21</i>	
		<i>Assessor Estimate</i>	
Calculation Description	2018 G.L. Assessment	2019 G.L. Assessment	Change
Net Grand List	1,282,183,172	1,270,643,524	-11,539,648
Less			
Elderly	2,500,000	2,500,000	0
* Local Freeze - Ord 60	4,650,000	4,650,000	0
Plus			
Elderly			
Plus			
Certificates of Occupancy	500,000	500,000	0
Foundation Fixes - 16@ \$80,000	320,000	320,000	0
Less			
Certificates of Correction for Real Estate & Personal Property	5,000,000	5,000,000	0
Waived - Under \$5 Tax - 88 accounts	6,617	6,800	183
Board of Assessment Appeals	1,800,000	3,000,000	1,200,000
Plus			
Motor Vehicle Supplemental	15,500,000	15,500,000	0
Less			
Foundation Reductions	4,000,000	6,000,000	2,000,000
Sub Total:	1,280,546,555	1,265,806,724	-14,739,831
Collection Rate: 99%	1,267,741,090	1,253,148,657	-14,592,433

Major Expenditure Drivers

Vernon WPCA

Three issues:

- Law suit with Vernon
- Plant upgrade contribution/future sewage use
- Ownership/operation of the system

Vernon WPCA

Background:

- Our sewage flows to the Vernon Treatment Plant
- There exists an inter-municipal agreement between the two Towns entered into in the late 80's which addresses terms and conditions for the flow of sewage from our town to Vernon
- Vernon's current sewer rate is \$5.99 per 1000 gallons
- Tolland's current sewer rate is \$18.00 per 1000 gallons
- By provisions of the Agreement our daily flow is capped at 400,000 gallons per day
- Currently we average 87,000 gallons per day.
- Maximum build out of the Town over a number of years will yield about 300,000 gallons per day
- Currently we have 87 customers
- Customers on our system pay on average three times the amount they pay in Vernon for similar service
- Anyone building in Tolland Village Area, Tech zone or Gateway Design District would have to tie into the sewer

Vernon WPCA

Legal Action:

- The Town of Vernon is suing the Town of Tolland to collect what they believe are sewer fees not paid as result of the flow from the Skips operation. Claim is that Skips should have been charged a rate of \$85 per 1000 gallons vs. the \$5.99 rate. Damages have been claimed in excess of \$500,000.

Upgrade of Sewer plant:

- Vernon is required by State and Federal laws to upgrade its plant at a cost in excess of 80 million dollars. Tolland by terms of the Agreement must pay a percentage of the cost of the amount which Vernon will bond for these improvements which is about 60 million dollars.
- The percentage amount is based on our maximum daily flow amount of 400,000 gallons which is approximately 4 million dollars over twenty years. This will mean payments to Vernon of about \$230,000 per year for 20 years. This payment will have to come from the Town and/or rate payers.

Ownership/operation:

- We have a current budget of about \$359,857 to run a system for 87 customers. To add an additional expenditure of \$230,000 to the rate base will be onerous. After twenty years the difference in rates between Tolland and Vernon will be closer to four times. We know of no one who is willing to take over our system at this point.

Union Contracts

Organization	Positions Covered	Current Contract Expiration Date
IAFF Local 3954 ²	6.00	6/30/2020
Teamsters Local 1035 ²	22.00	6/30/2019
Tolland Educational Association ¹	201.00	6/30/2020
Tolland Administrators ¹	12.80	6/30/2020
Tolland Paraprofessionals ¹	95.95	6/30/2020
Tolland School Nurses ¹	7.80	6/30/2020
CSEA Local 2001 Town Hall Employees ²	27.00	6/30/2019
Tolland BOE Custodians	19.00	6/30/2019
Association of Education Secretaries ¹	16.00	6/30/2021
Total Bargaining Group Employees.....	407.55	
Non Bargaining	79.45	
Total Bargaining and Non-Bargaining Employees.....	487.00	

¹ Includes Full-Time Equivalents

² Town Unions show number of positions and not full time equivalents of 77.99

Wage Requirements

- FY 19-20 estimated 2% wage increases (Town only) for non-union and unions in negotiation

• Non-union	\$ 37,245
• CSEA	\$ 24,406 (in negotiation)
• Teamsters	\$ 25,484 (in negotiation)
• Fire	<u>\$ 17,327</u> (Actual)

Total funds required	\$104,462
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Wage Requirements

- FY 20-21 estimated 2% wage increases (Town only) for non-union and unions in negotiation

• Non-union	\$ 37,990
• CSEA	\$ 24,891 (in negotiation)
• Teamsters	\$ 25,940 (in negotiation)
• Fire	<u>\$ 7,502</u> (in negotiation)

Total funds required	\$ 96,323
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Health Insurance

- In FY 18-19 we used \$72,500 from reserves to help ease the budget burden
- The ECHIP increase over 5 years is 5.64%
- The Teamsters for that same period is 4.22%
- An increase of \$130,822 would be required in FY 19-20 if there are no reserves to use
- In FY 20-21 we would need \$60,566

Refuse & Recycling

- The average increase has been about 2.5%
- FY 19-20 increase is \$22,717
- FY 20-21 increase is \$24,692

Gasoline & Diesel

Gasoline average increase based on low and high amounts out for 5 years is 6.25%

FY 19-20	\$3,927
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FY 20-21	\$4,171
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Diesel based under the same method had an average increase of 10.43%

FY 19-20	\$10,944
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FY 20-21	\$12,080
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Other Utilities: Electricity, Water, Sewer, Propane, Heating Oil, M&V & other Professional Services (Includes estimate for BOE Utilities)

- Average increase is about 7%
 - FY 19-20 \$83,513
 - FY 20-21 \$89,359

Summary Expenditure Drivers

(Excludes any other potential maintenance contract, etc. increases)

FY 19-20

• Wages	\$104,462
• Health	\$130,822
• Refuse	\$ 22,717
• Gasoline	\$ 3,927
• Diesel	\$ 10,944
• Utilities	<u>\$ 83,513</u>
Subtotal	\$356,835

Capital 50% Sewer \$116,426
Capital 100% “ \$175,696

Total with 50% \$473,261
Total with 100% \$532,531

FY 20-21

• Wages	\$ 96,323
• Health	\$ 60,566
• Refuse	\$ 24,692
• Gasoline	\$ 4,171
• Diesel	\$ 12,080
• Utilities	<u>\$ 89,359</u>
Subtotal	\$287,191

Capital 50% Sewer \$14,234
Capital 100% “ \$73,454

Total with 50% \$301,425
Total with 100% \$360,645

Percentage Increase based on Expenditure Driver Increases

- FY 19-20 would result in a 2.99% increase in expenditures solely for the Town Operating Budget and both Town & BOE utilities. This excludes the increase for capital needs, any other expenditure needs and any other potential BOE increases
- FY 20-21 would result in a 2.34% increase in the Town Operating Budget and both Town & BOE utilities. This also excludes the increase for capital needs, any other expenditure needs and any other BOE increases

FY 2019-20 Including 50% Sewer Debt

FISCAL TREND ANALYSIS OF FUTURE TOWN BUDGETS AND MILL IMPACTS

	FY 2019-20 Including 50% of Sewer Debt						
Grand List Growth after adjustments		0.07%				Assumptions:	
	1,266,842,891	1,267,741,089				\$2,448,700 Million reduction phase in for ECS	320,653
FY 2019-20	43,779,501	44,930,410				Capital fund - absorbing 50% sewer debt	59,270
	560,000	556,140				Building Permit revenue expected to decrease	
Property Taxes- Based on % increase	44,339,501	45,486,550				Town Clerk fees - minor increase	
Property Taxes- Total	44,339,501	45,486,550	46,006,324	46,526,098	47,033,194	Deleted funding for State grants that potentially will be cut	
Mill Rate Required	35.00	35.88	36.29	36.70	37.10	Other minor revenue adjustments based on trends	
	Adopted					Reduced use of fund balance to \$200,000	
FISCAL YEARS:	2018-2019	2019-2020	2019-2020	2019-2020	2019-2020	Solid Waste fees reduced due to new charge for contamination	
		Operations	Operations	Operations	Operations		
		@ 0%	@ 1%	@ 2%	@ 3%		
		Increase	Increase	Increase	Increase		
						Grand List Assumptions:	
TOWN OPERATING BUDGET	11,916,184	11,916,184	12,035,346	12,154,508	12,273,670	Growth .25% before adjustments	1,282,183,172
		0.00%	1.00%	2.00%	3.00%	Reduction for estimated 50 @80,000 crumbling foundation reductions	-4,000,000
EDUCATION OPERATING BUDGET	39,642,607	39,642,607	40,039,033	40,435,459	40,831,885	Reduction for local freeze is declining - elderly population is declining	-4,650,000
		0.00%	1.00%	2.00%	3.00%	Elderly Tax relief reductions staying the same	-2,500,000
TOTAL TOWN & BOE OPERATING BUDGETS	51,558,791	51,558,791	52,074,379	52,589,967	53,105,555	No Increase for Certificate of Occupancy unchanged - minor growth	500,000
PERCENTAGE CHANGE FOR OPERATIONS ONLY		0.00%	1.00%	2.00%	3.00%	Increase to grand list estimating 4 corrected crumbling foundations	320,000
DEBT SERVICE	4,550,000	4,550,000	4,550,000	4,550,000	4,550,000	Certificates of correction reductions slight decrease on average	-5,000,000
		0.00%	0.00%	0.00%	0.00%	Reduction for bills waived under \$5 - trend 88 accounts	-6,617
CAPITAL IMPROVEMENT FUND	61,906	178,332	178,332	178,332	178,332	Board of Assessment Appeals reductions-Includes crumbling foundation estimates	-1,800,000
		188.07%	188.07%	188.07%	188.07%	BAA appeals amount has decreased from \$3.3M due to no expected lawsuits	
						BAA anticipating increased crumbling foundation applications when repair funds become available	
TOTAL EXPENDITURES	56,170,697	56,287,123	56,802,711	57,318,299	57,833,887	Motor Vehicle Supplemental - decrease \$500,000	15,500,000
TOTAL REVENUES	56,170,697	56,287,123	56,802,711	57,318,299	57,833,887	Assessor discussed MV Supplemental trends with other towns and their response was that it was inconsistent. Tolland has been growing year after year unexpectedly and we believe it has to peak at some point and begin to decline.	
						Net Grand list at 100%	1,280,546,555
EXPENDITURE PERCENTAGE INCREASE - OVERALL		0.21%	1.13%	2.04%	2.96%	Net Grand list at 99% collection rate	1,267,741,089
REQUIRED MILL RATE TO BALANCE BUDGET	35.00	35.88	36.29	36.70	37.10		
PROJECTED MILLS TO BALANCE BUDGETS		0.88	1.29	1.70	2.10		
PROJECT ANNUAL TAX IMPACT (%)							
		2.51%	3.69%	4.86%	6.00%		

FY 2019-20 Including 100% Sewer Debt

FISCAL TREND ANALYSIS OF FUTURE TOWN BUDGETS AND MILL IMPACTS

	FY 2019-20 Including 100% of Sewer Debt							
Grand List Growth after adjustments		0.07%				Assumptions:		
	1,266,842,891	1,267,741,089				\$2,448,700 Million reduction phase in for ECS	320,653	
FY 2019-20	43,779,501	44,993,022				Capital fund - absorbing 100% sewer debt	118,540	
	\$ 560,000	\$ 556,915				Building Permit revenue expected to decrease		
Property Taxes- Based on % increase	44,339,501	45,549,937				Town Clerk fees - minor increase		
Property Taxes- Total	44,339,501	45,549,937	46,069,711	46,589,485	47,096,581	Deleted funding for State grants that potentially will be cut		
Mill Rate Required	35.00	35.93	36.34	36.75	37.15	Other minor revenue adjustments based on trends		
						Reduced use of fund balance to \$200,000		
FISCAL YEARS:	2018-2019	2019-2020	2019-2020	2019-2020	2019-2020	Solid Waste fees reduced due to new charge for contamination		
		Operations @ 0%	Operations @ 1%	Operations @ 2%	Operations @ 3%			
	Adopted	Increase	Increase	Increase	Increase			
TOWN OPERATING BUDGET	11,916,184	11,916,184	12,035,346	12,154,508	12,273,670	Grand List Assumptions:		
		0.00%	1.00%	2.00%	3.00%	Growth .25% before adjustments		1,282,183,172
EDUCATION OPERATING BUDGET	39,642,607	39,642,607	40,039,033	40,435,459	40,831,885	Reduction for estimated 50 @80,000 crumbling foundation reductions		-4,000,000
		0.00%	1.00%	2.00%	3.00%	Reduction for local freeze is declining - elderly population is declining		-4,650,000
TOTAL TOWN & BOE OPERATING BUDGETS	51,558,791	51,558,791	52,074,379	52,589,967	53,105,555	Elderly Tax relief reductions staying the same		-2,500,000
PERCENTAGE CHANGE FOR OPERATIONS ONLY		0.00%	1.00%	2.00%	3.00%	No Increase for Certificate of Occupancy unchanged - minor growth		500,000
DEBT SERVICE	4,550,000	4,550,000	4,550,000	4,550,000	4,550,000	Increase to grand list estimating 4 corrected crumbling foundations		320,000
		0.00%	0.00%	0.00%	0.00%	Certificates of correction reductions slight decrease on average		-5,000,000
CAPITAL IMPROVEMENT FUND	61,906	237,602	237,602	237,602	237,602	Reduction for bills waived under \$5 - trend 88 accounts		-6,617
		283.81%	283.81%	283.81%	283.81%	Board of Assessment Appeals reductions-Includes crumbling foundation estimates		-1,800,000
						BAA appeals amount has decreased from \$3.3M due to no expected lawsuits		
TOTAL EXPENDITURES	56,170,697	56,346,393	56,861,981	57,377,569	57,893,157	BAA anticipating increased crumbling foundation applications when repair funds become available		
TOTAL REVENUES	56,170,697	56,346,393	56,861,981	57,377,569	57,893,157	Motor Vehicle Supplemental - decrease \$500,000		15,500,000
						Assessor discussed MV Supplemental trends with other towns and their response was that it was inconsistent. Tolland has been growing year after year unexpectedly and we believe it has to peak at some point and begin to decline.		
EXPENDITURE PERCENTAGE INCREASE - OVERALL		0.31%	1.23%	2.15%	3.07%	Net Grand list at 100%		1,280,546,555
REQUIRED MILL RATE TO BALANCE BUDGET	35.00	35.93	36.34	36.75	37.15	Net Grand list at 99% collection rate		1,267,741,089
PROJECTED MILLS TO BALANCE BUDGETS		0.93	1.34	1.75	2.15			
PROJECT ANNUAL TAX IMPACT (%)		2.66%	3.83%	5.00%	6.14%			

FY 2020-21 Including 50% Sewer Debt

FISCAL TREND ANALYSIS OF FUTURE TOWN BUDGETS AND MILL IMPACTS

	FY 2020-21 With 50% of Sewer Debt							
Grand List Growth after adjustments		-1.15%				Assumptions:		
	1,267,741,089	1,253,148,657				\$2,448,700 reduction phase in for ECS	320,653	
FY 2020-21	45,443,829	45,780,624				Capital fund - absorbing 50% sewer debt	118,490	
	\$ 562,495	\$ 573,345				Building Permit revenue expected to remain the same		
Property Taxes- Based on % increase	46,006,324	46,353,969				Town Clerk fees - minor increase		
Property Taxes- Total	46,006,324	46,353,969	46,642,193	47,168,515	47,682,306	Deleted funding for State grants that potentially will be cut		
Mill Rate Required	36.29	36.99	37.40	37.82	38.23	Other minor revenue adjustments based on trends		
						Kept use of fund balance at \$200,000		
FISCAL YEARS:	2019-2020	2020-2021	2020-2021	2020-2021	2020-2021	Solid Waste fees reduced due to new charge for contamination		
	Adopted Used	Operations	Operations	Operations	Operations			
	1% Scenario	@ 0% Increase	@ 1% Increase	@ 2% Increase	@ 3% Increase	& contract reduction for recycling rebate		
TOWN OPERATING BUDGET	12,035,346	12,035,346	12,155,699	12,276,053	12,396,406	Grand List Assumptions:		
		0.00%	1.00%	2.00%	3.00%	Revaluation year anticipated decrease - .9%		1,270,643,524
EDUCATION OPERATING BUDGET	40,039,033	40,039,033	40,439,423	40,839,814	41,240,204	Reduction for estimated 75 @80,000 crumbling foundation reductions		-6,000,000
		0.00%	1.00%	2.00%	3.00%	Reduction for local freeze is declining - elderly population is declining		-4,650,000
TOTAL TOWN & BOE OPERATING BUDGETS	52,074,379	52,074,379	52,595,123	53,115,867	53,636,610	Elderly Tax relief reductions staying the same		-2,500,000
PERCENTAGE CHANGE FOR OPERATIONS ONLY		0.00%	1.00%	2.00%	3.00%	No Increase for Certificate of Occupancy unchanged - minor growth		500,000
DEBT SERVICE	4,550,000	4,550,000	4,550,000	4,550,000	4,550,000	Increase to grand list estimating 4 corrected crumbling foundations		320,000
		0.00%	0.00%	0.00%	0.00%	Certificates of correction reductions slight decrease on average		-5,000,000
CAPITAL IMPROVEMENT FUND	178,332	192,566	192,566	192,566	192,566	Reduction for bills waived under \$5 - trend 88 accounts		-6,800
		7.98%	7.98%	7.98%	7.98%	Board of Assessment Appeals reductions-Includes crumbling foundation estimates		-3,000,000
TOTAL EXPENDITURES	56,802,711	56,816,945	57,337,689	57,858,433	58,379,176	BAA appeals amount has increased from \$1.8 M due expected lawsuits-revaluation		
TOTAL REVENUES	56,802,711	56,816,945	57,337,689	57,858,433	58,379,176	BAA anticipating increased crumbling foundation applications when repair funds		
TOTAL CUMULATIVE VARIANCE						become available		
DIFF. CY SHORTFALL OVER PY SHORTFALL						Motor Vehicle Supplemental - stayed level		15,500,000
						Assessor discussed MV Supplemental trends with other towns and their response		
						was that it was inconsistent. Tolland has been growing year after year unexpectedly		
EXPENDITURE PERCENTAGE INCREASE - OVERALL		0.03%	0.94%	1.86%	2.78%	and we believe it has to peak at some point and begin to decline.		
REQUIRED MILL RATE TO BALANCE BUDGET	36.29	36.99	37.40	37.82	38.23	Net Grand list at 100%		1,265,806,724
						Net Grand list at 99% collection rate		1,253,148,657
PROJECTED MILLS TO BALANCE BUDGETS		0.70	1.11	1.53	1.94			
PROJECT ANNUAL TAX IMPACT (%)		1.93%	3.06%	4.22%	5.35%			

FY 2020-21 Including 100% Sewer Debt

FISCAL TREND ANALYSIS OF FUTURE TOWN BUDGETS AND MILL IMPACTS									
	FY 2020-21 With 100% of Sewer Debt								
Grand List Growth after adjustments		-1.15%				Assumptions:			
	1,267,741,089	1,253,148,657				\$2,448,700 Million reduction phase in for ECS	320,653		
FY 2020-21	45,506,441	45,892,012				Capital fund - absorbing 100% sewer debt	236,980		
	\$ 563,270	\$ 574,740				Building Permit revenue expected to remain the same			
Property Taxes- Based on % increase	46,069,711	46,466,752				Town Clerk fees - minor increase			
Property Taxes- Total	46,069,711	46,466,752	46,980,543	47,506,866	48,020,657	Deleted funding for State grants that potentially will be cut			
Mill Rate Required	36.34	37.08	37.49	37.91	38.32	Other minor revenue adjustments based on trends			
						Kept use of fund balance at \$200,000			
FISCAL YEARS:	2019-2020	2020-2021	2020-2021	2020-2021	2020-2021	Solid Waste fees reduced due to new charge for contamination			
	Adopted Used	Operations	Operations	Operations	Operations				
	1% Scenario	@ 0% Increase	@ 1% Increase	@ 2% Increase	@ 3% Increase	& contract reduction for recycling rebate			
TOWN OPERATING BUDGET	12,035,346	12,035,346	12,155,699	12,276,053	12,396,406	Grand List Assumptions:			
		0.00%	1.00%	2.00%	3.00%	Revaluation year anticipated decrease - .9%			1,270,643,524
EDUCATION OPERATING BUDGET	40,039,033	40,039,033	40,439,423	40,839,814	41,240,204	Reduction for estimated 75 @80,000 crumbling foundation reductions			-6,000,000
		0.00%	1.00%	2.00%	3.00%	Reduction for local freeze is declining - elderly population is declining			-4,650,000
TOTAL TOWN & BOE OPERATING BUDGETS	52,074,379	52,074,379	52,595,123	53,115,867	53,636,610	Elderly Tax relief reductions staying the same			-2,500,000
PERCENTAGE CHANGE FOR OPERATIONS ONLY		0.00%	1.00%	2.00%	3.00%	No Increase for Certificate of Occupancy unchanged - minor growth			500,000
DEBT SERVICE	4,550,000	4,550,000	4,550,000	4,550,000	4,550,000	Increase to grand list estimating 4 corrected crumbling foundations			320,000
		0.00%	0.00%	0.00%	0.00%	Certificates of correction reductions slight decrease on average			-5,000,000
CAPITAL IMPROVEMENT FUND	237,602	311,056	311,056	311,056	311,056	Reduction for bills waived under \$5 - trend 88 accounts			-6,800
		30.91%	30.91%	30.91%	30.91%	Board of Assessment Appeals reductions-Includes crumbling foundation estimates			-3,000,000
TOTAL EXPENDITURES	56,861,981	56,935,435	57,456,179	57,976,923	58,497,666	BAA appeals amount has increased from \$1.8 M due expected lawsuits-revaluation			
TOTAL REVENUES	56,861,981	56,935,435	57,456,179	57,976,923	58,497,666	BAA anticipating increased crumbling foundation applications when repair funds			
TOTAL CUMULATIVE VARIANCE						become available			
DIFF. CY SHORTFALL OVER PY SHORTFALL						Motor Vehicle Supplemental - stayed level			15,500,000
						Assessor discussed MV Supplemental trends with other towns and their response			
EXPENDITURE PERCENTAGE INCREASE - OVERALL		0.13%	1.04%	1.96%	2.88%	was that it was inconsistent. Tollard has been growing year after year unexpectedly			
REQUIRED MILL RATE TO BALANCE BUDGET	36.34	37.08	37.49	37.91	38.32	and we believe it has to peak at some point and begin to decline.			
						Net Grand list at 100%			1,265,806,724
PROJECTED MILLS TO BALANCE BUDGETS		0.74	1.15	1.57	1.98	Net Grand list at 99% collection rate			1,253,148,657
PROJECT ANNUAL TAX IMPACT (%)		2.04%	3.16%	4.32%	5.45%				

Prior and Estimated Fund Balance

Town of Tolland								
GENERAL FUND FINANCIAL RESULTS, ESTIMATED AND ADOPTED BUDGET								
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
	Actual	Actual	Actual	Actual	Estimated	Adopted/Rev	Estimated	Estimated
					Actual	Budget	Budget	Budget
Revenues:					(subject to change)		(Inc 50% Sewer Debt/1%)	
Property taxes	39,438,201	40,552,478	42,183,337	43,606,051	44,170,719	44,845,724	46,450,390	47,315,021
Intergovernmental	11,739,593	11,688,788	11,624,165	11,626,792	9,861,707	9,949,533	9,497,381	9,176,728
Charges for services, Licenses, Permits and Fees	682,762	624,188	585,333	681,566	667,731	595,440	564,940	555,940
Investment income	63,549	64,466	70,918	90,895	185,421	75,000	75,000	75,000
Other revenues	78,755	45,741	75,225	46,090	44,242	15,000	15,000	15,000
Total revenues	52,002,860	52,975,661	54,538,978	56,051,394	54,929,820	55,480,697	56,602,711	57,137,689
Expenditures:								
Current:								
General government	2,639,763	2,766,498	2,808,657	2,866,904	2,893,574	2,937,288	2,966,661	2,996,327
Planning and community development	331,355	353,218	348,251	400,984	433,218	415,570	419,726	423,923
Community services	811,615	853,678	938,655	941,530	907,175	918,468	927,653	936,929
Public works	4,354,806	4,427,252	4,315,317	4,413,405	4,384,734	4,395,043	4,439,243	4,483,886
Public safety services	1,637,227	1,832,529	1,806,659	1,945,099	1,682,027	2,129,104	2,150,395	2,171,899
Finance and records	848,235	926,869	967,252	931,217	943,671	951,132	960,643	970,250
Contingency and other	230,471	135,177	56,341	218,567	160,609	144,579	146,025	147,485
Board of Education	35,984,033	37,177,650	38,261,928	38,889,235	38,092,821	39,642,607	40,039,033	40,439,423
Supplemental Transfer for BOE projects						105,000		
Potential BOE 1% Education Reserve Fund						393,339		
Potential BOE Capital Projects						503,000		
Debt service	4,744,210	4,443,249	4,105,344	4,550,091	4,557,128	4,550,000	4,550,000	4,550,000
Total expenditures	51,581,715	52,916,120	53,608,404	55,157,032	54,054,956	57,085,130	56,599,379	57,120,123
Excess of Revenues over Expenditures	421,145	59,541	930,574	894,362	874,864	-1,604,433	3,332	17,566

Prior and Estimated Fund Balance

[illegible]

Priority Based Budget Worksheets

- The following sheets are calculated with values from a previous year and most likely the program costs have increased since then
- They show the programs based on Mandated vs. Non-mandated by priority
- Although some of the programs are calculated with the value based on priority those values include personnel costs associated with full time staff. If some programs are eliminated it still may not eliminate the full cost associated with it due to staffing costs

Mandated Programs:				
Department	Program	Cost		
Assessor	Generate Grand List	172,818		
	Assessment Appeals	13,832		
	Exemptions-Veterans/Homeowners/Freeze	79,647		
	Revaluation - full measure/list includes 1/5 of reval cost	72,966		full amount
Finance	General Accounting/Audit	213,665		
	Accounts Payable/Purchasing	46,443		
	Payroll	27,241		
	Capital & Town Budget	83,592		
	Debt Management	18,406		
Tax Office	Tax Collection	164,980		
	Billing & Collection of Utility Assessments	17,525		
Town Clerk	Record Land Records & Maps	105,404		
	Elections & Referenda	14,930		
	Vital Records/Registrar of Vital Records	16,230		
	Issue Dog Licenses	9,375		
Planning	Agricultural Commission	3,717		
	Conservation Commission	19,101		
	Zoning Board of Appeals	17,224		
	Inlands Wetlands Commission	38,380		
	Planning & Zoning Commission (includes DAB; Aquifer Protection Agency role and Floodplain Manager role)	76,552		
	Water Commission	2,399		
	WPCA	6,549		
	Public Health Services	96,031		
	Noise Ordinance Enforcement	283		
	Bahler & Campbell Farm	165		
Building Department	Building Inspections	160,594		
Highway	Snow Removal	831,989		
Parks and Facilities	Snow Removal	254,374		
Refuse/Recycling Program	Household Waste Removal	1,013,343		
Law Enforcement	Waste & Recycling calls	1,802		
Law Enforcement	State trooper program and administration	681,743		
Law Enforcement	Pistol Permits	32,720		
Fire	Fire Suppression	754,838		
Ambulance	Emergency Medical, ambulance and fire suppression assistance	462,176		
Fire Prevention	Fire Marshal	125,945		
Animal Control	Animal Control	70,086		
Emergency Preparedness	Disaster Management	10,754		
Town Manager (with Econ Dev.)	Town Management	159,643		
	Community Relations	31,044		
	Town Council Services	98,719		
	Financial Management	63,635		
Human Resources	Recruitment/Selection	23,869		
	Risk Management	445,585		
	Benefit Administration	21,262		
	Classification/Compensation	2,240		
	Employee Relations	26,275		
Voters	Elections	65,070		
Probate	Mandated court	12,245		
Contingency, Tax Refunds, etc	Contingency, Various committees, prior year tax refunds	61,600		
	Contingency for payroll misc and separation payments etc	47,784		
	Grand Total	6,776,790		
	Debt Service Payments Separate Part of Budget	4,550,000		
	Capital	54,578		
	Mandated	11,381,368		
	Non Mandated	5,059,815		
	Spreadsheet Total	16,441,182		
	FY17 Budget	<u>16,472,634</u>		
		-31,452		

Non-mandated - Priority 1								
Department	Program	Cost						
Assessor	Building Permits/Personal Property/Field Work	66,214						
Finance	Information Technology Services/Equipment	162,958						
	Administration & Central Office Services (copiers, postage, printer maintenance, other general Admin)	81,001						
	Cash Management	29,551						
Tax Office	Housing Rehab Loan Program/billing & Collections	7,578						
	Tolland Non-Profit Housing Authority - Billing and Collection of Rent	3,839						
Town Clerk	Other Services - notary, bond docs, etc	38,325						
Planning	Counter and Customer Service	35,361						
Library	Administration - Planning, scheduling, budgeting, organizing, publicity, meeting with support groups	80,543						
	Adult Collection - Ordering, receiving, maintaining, weeding of books, films, music, audiobooks	33,311						
	Adult programs - Obtaining speakers, scheduling, publicity, setting up and cleaning up the venue, leading book discussions	12,226						
	Young Adult Collection - Ordering, receiving, maintaining, weeding	11,838						
	Young Adult Programs - Scheduling, publicity, setting up and cleaning up,	7,010						
	Children's Collection - Ordering, receiving, maintaining, weeding	25,206						
	Children's Programs - Story hours, obtaining performers, scheduling , publicity, setting up, cleaning up	21,406						
	Circulation - Checking in and checking out library materials, registering patrons, collecting fines,	238,608						
	Reference - Maintaining a reference collection, maintaining local history materials, answering	20,536						
Building Department	Blight Enforcement	18,431						
Recreation	Recreation Administration and utility share	135,153	Doesn't include expenditures made by self supporting recreation f					
Fire	Explorer Program	1,400						
	CERT	4,500						
Human Services	Administration	73,364						
	Special Project Management	83,028						
	Entitlement and Supportive Programs	48,945						
	Mental health Services Case Management	38,426						
	Human Services Elderly Case Management	60,512						
	HS Youth Services Prevention and Youth Development Programs	29,771						
	HS Youth Services Budget Grants and Other Admin	7,061						
	HS Food Pantry	14,330						
	HS housing rehab loan program	4,242						
	Hockanum Valley Dial-a-Ride	55,853						
Senior Center Services	Senior Center	81,100						
Highway	Drainage/Paving	805,790						
	Equipment Repair	379,967						
	Outside Services	238,644						
Parks and Facilities	Equipment Repair	198,489						
	Outside Services	190,252						
	Public Facilities	319,268						
Town Manager (with Econ Dev.)	Intergovernmental Relations	6,617						
	Project Admin/Oversight	41,238						
Human Resources	Website and Other	57,365						
	Training and Development	1,898						
Engineering	Contracted out Engineering Services and supplies etc	36,300						
Sewer Fund Contribution	WPCA Funding	15,000						
Bulky Waste	Two free Town residential bulky waste pickup program	45,109						
	Grand Total	3,867,566						

Non-mandated Priority 2					
Department	Program	Cost			
Assessor	Personal Property Audits	5,000			
Tax Office	General Office Functions	18,694			
Town Clerk	Sports Licenses	1,490			
Planning	Dept Management/Administration	14,948			
Library	Cataloging - Categorizing incoming materials so that they can be found in the catalog, processing materials	25,254			
	Technical services - Technology upkeep, trouble shooting with circulation system, PACs, printers	19,932			
	Subscription services - Selecting, ordering, receiving, processing, cataloging magazines and newspapers	31,043			
	Bibliographic instruction - Teaching patrons how to use data bases, computer, e-readers	488			
	Outreach - Visits to day care centers, to the disabled	3,505			
	Databases - Reference and consumer online information -DB funded by Library Association (\$5000)	977			
Recreation	Crandall Lodge	11,395	51395 including lodge funds		
Law Enforcement	Police Explorers	22,520			
	Speed Enforcement	15,027			
Highway	General PW Maintenance	211,397			
Parks and Facilities	Fields and Grounds	526,143			
	General PW Maintenance	192,266			
		1,100,079			

Non-mandated Priority 3						
Department	Program	Cost				
Planning	Misc. Engineering Review	3,087				
Recreation	Turf Field	10,255	total 35355 partially funded by turf fund			
Law Enforcement	Community Based Programs	6,726				
		20,068				

Non-mandated Priority 4		
Department	Program	Cost
Planning	Transportation Projects	5,846
Recreation	Celebrate Tolland	7,140
Planning (other priorities in order)	Special Projects	12,104
	GIS	11,112
	Communications, eblasts, web	5,340
	Regulation updates	6,681
	Grant Writing & Administration	3,673
	Economic Development (only staff time from Planning Dept included here - not Commission administration)	4,891
	Staff Professional Development and Training; Staff Dues and Membership	4,809
	Misc Meetings	1,252
	Blight	2,254
Senior Center Services	Visiting Nurses	7,000
		72,102